SFDPH Racial Equity Action Plan 2021-2023
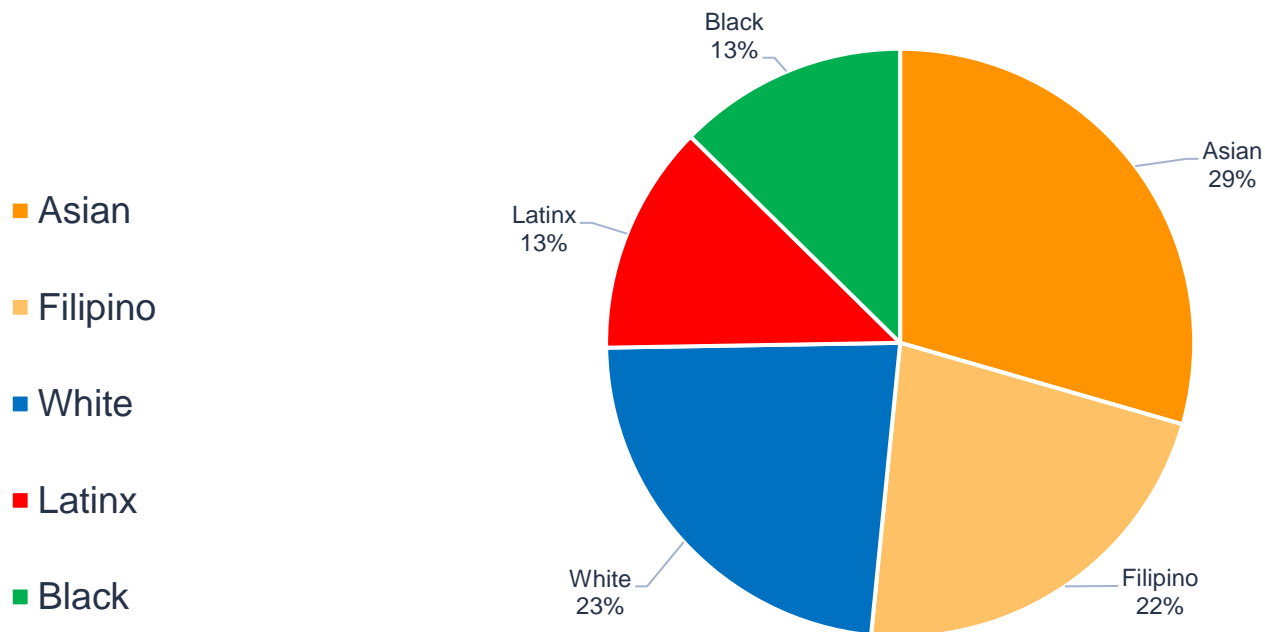
Phase 1 – Internal Programs & Policies

December 2020

Dr. Ayanna Bennett, Director, Office of Health Equity

Current Workforce Demographics

- Asian
- Filipino
- White
- Latinx
- Black

Black 13%

Asian 29%

Latinx 13%
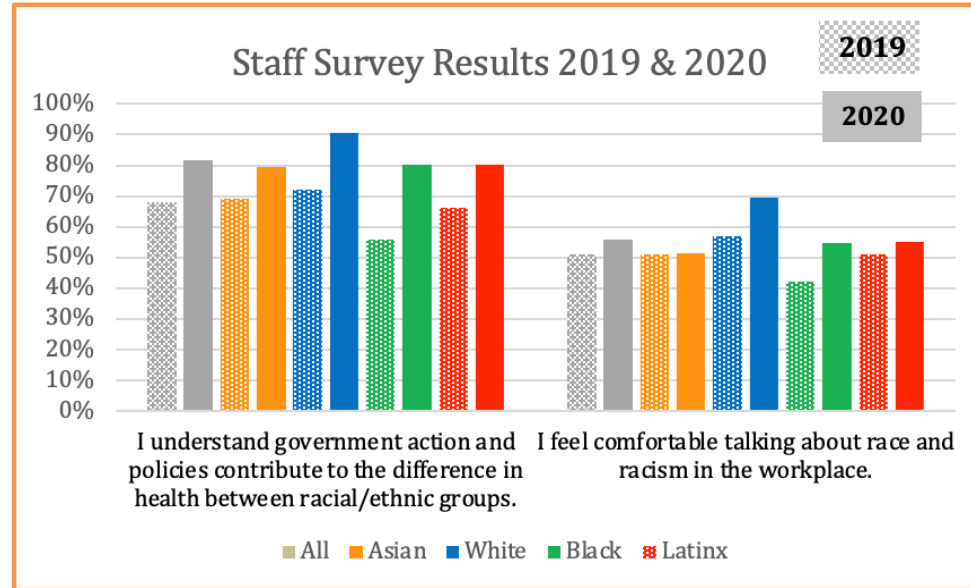
White 23%

Filipino 22%

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Employee Engagement Survey

2019
- ✓ Black African American staff gave less favorable ratings on 90% of questions

- ✓ Need for training on basic concepts, communication and workplace standards

2020
- ✓ Improvements in multiple understanding and skills re. Racial equity.

- ✓ >10% more staff report they are themselves actively working of equity

Staff Survey Results 2019 & 2020

2019
2020

Legend: All, Asian, White, Black, Latinx

Left group: I understand government action and policies contribute to the difference in health between racial/ethnic groups.

Right group: I feel comfortable talking about race and racism in the workplace.

2020
- ✓ No increase in reported respect from managers to staff for some groups yet.

- ✓ 3% increase in reported staff respect to the public.

- ✓ Black African American employees saw the largest gains.

Staff Survey Results 2019 & 2020
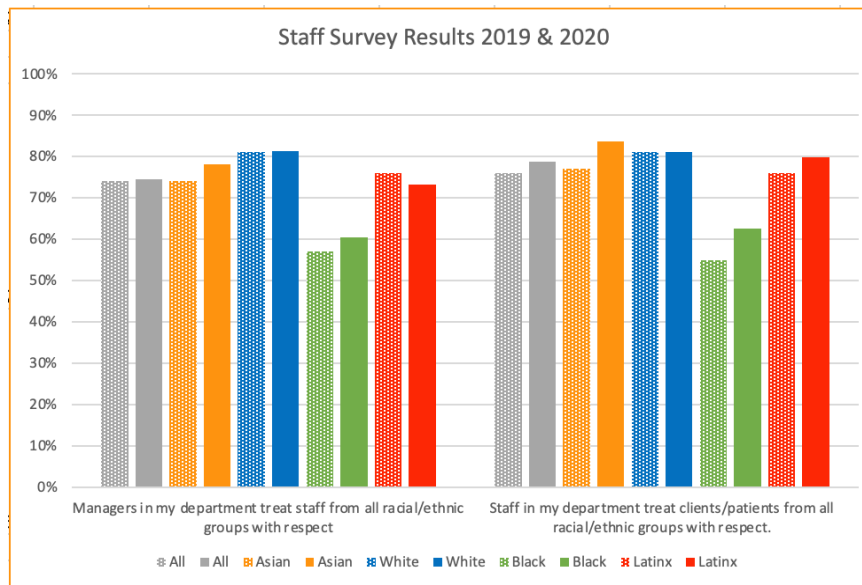
Key Department Goals

Policy

Training

Data

Funds

Hiring & Recruitment

1. Develop new recruitment strategies that increase the diversity of applicants.

2. Implement a tracking system for the hiring process to monitor for racial bias

3. Training for managers in interrupting bias and use of standard practices in all workforce decisions

4. Protocols for equitable best practices in the Pre-and-Post Selection Referral processes.

5. Develop specific recruitment and hiring policies for clinical services that correct the under-representation of Black and Latino clinical and non-clinical professional staff.

Retention & Promotion

1. Improve hiring and promotion policy, with integration of Office of Health Equity and Equity Leads.
2. Review current postings and ensure standard processes are used for selection.
3. Track hiring selections for each area and use racial impact analysis tools to detect possible bias.
4. Implement a 360-Degree Anti-Racist Practice Leadership Surveys
5. Develop new communication tools to ensure employees have equal access to information.
6. A review process to identify classifications with poor mobility and develop a diversification plan

Discipline & Separation

1. New discipline and corrective actions policy requiring HR permission to issue a written reprimand
2. Implement monthly tracking tool for performance and conduct
3. Integrate a new Employee Complaint process as part of the progressive discipline investigations
4. Equity Leads input on progressive discipline

Diverse & Equitable Leadership

1. Standardized recruitment and hiring procedures to maximize diversity in new hires in manager class
2. Office of Health Equity input for hiring at the management level; standardized questions, pre-review
3. Train senior leadership in audit procedures to ensure accountability for manager disciplinary decisions
4. Train managers in skills on interrupting personal bias, communication in diverse groups, and conflict resolution. Add to manager performance appraisal.

Mobility & Professional Development

1. Access to training for staff in under-resourced classes.
2. Performance Management and Development policy that addresses indicators of bias
3. Implement Racial Equity Impact and Analysis tools and to reform basic processes
4. Track the progression of employee promotions, and training and developmental opportunities
5. Release job opportunities weekly, and identify potential internal candidates
6. Track internal applicants for positions throughout Pre-and-Post Selection Referral processes.

Organizational Culture of Inclusion & Belonging

1. Development of resource groups to support staff in marginalized groups.
2. Enforcement and evaluation of acceptable workplace interactions.
3. Regular assessments of climate in the staff engagement survey and track progress

Boards & Commissions

1. Establishing an equity review process using a standardized equity tool.
2. Equity training for Commissioners
3. Request information about equity in presentations to the commission.
4. Add a "Health Equity" category to the Health Director's performance evaluation

" *Questions or Feedback?*